

Montgomery County Government
Department of General Services
Office of Business Relations and Compliance

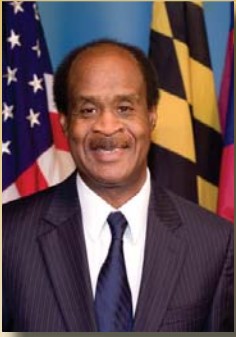
Local Small Business Reserve Program
(LSBRP) Program

Annual Report

Fiscal Year 2012



Message from the County Executive



In Montgomery County, we've responded aggressively through the recent economic downturn and extended recovery to maintain the vitality of our local economy. In December 2008, I announced economic stimulus measures that included eleven action items to sustain and enhance the viability of the business community. Nearly 95% of Montgomery County's companies are considered small businesses. Together, they are a strong and powerful engine that drives our economy. The Local Small Business Reserve Program (LSBRP) is one measure that will help sustain economic growth well into the future. Under this program, Montgomery County Government's departments and agencies must commit to allocate 20% of their purchases of goods and services for the small business community. Passage of the Local Small Business Reserve Program (Bill 3-09) was the result of cooperation between my office, the County Council and stakeholders in the business community. In 2012 we worked together again to ensure the LSBRP program was established as a regular legal requirement of County Government contracting by removing a sunset provision from the original legislation. It is gratifying that through collaboration such as this we are taking a positive step towards ensuring our economic security. Please take a few minutes to read the related information, and register if your business is eligible for the program.

Message from the Director



Montgomery County is home to a robust local small business community providing a wide array of goods and services to residents, businesses, and the public sector, including local government and the federal government. All businesses have experienced the severe impact of a slowed economy and prolonged recovery. Nowhere is this impact more acutely felt than in the small business community. Recognizing this, four years ago the County Executive initiated an economic assistance program directed at helping Montgomery County small businesses. Key program strategies included increasing the amount of contracting performed by the county government with the local small businesses. Changes were made to the Local Small Business Reserve Program and clear direction was sent to county departments to make local small businesses the priority consideration when seeking resources to meet county requirements. These measures provided great tools to the Office of Business Relations and Compliance in building linkages between the business community and county departments. Implementing the County Executive's vision and strategy, the Department of General Services' Office of Business Relations and Compliance is dedicated to promoting sustained growth in the amount of contracting between county government and local small businesses.

I am pleased to note that the FY12 Annual Report for the Local Small Business Reserve Program reflects significant increases in the amount of County contract activity with local small businesses since FY11, and dramatic increases since the program's inception in FY09. We look forward to continuing the success of the Local Small Business Reserve Program despite the current economic challenges. I invite you to read this report and forward your comments and questions to the Office of Business Relations staff at obrc@montgomerycountymd.gov.

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Executive Summary

FY12 marks the fourth year of regulation change on the Local Small Business Reserve Program (LSBRP). The number of businesses competing for and awarded County contracts has consistently increased over the past four years. The same is true of competitive opportunities and dollars spent by the County through contracts with local small businesses. Though participation in the program is mandatory for all County Government departments, willing adoption by the departments has proven significant in Program success. Departments are gaining confidence in the quality of goods and services provided by local small businesses.

The number of solicitations reserved and awarded under LSBRP has increased each year since the program was strengthened through legislative action. In FY09, 14 formal and informal LSBRP solicitations were issued compared to 62 in FY12. Correspondingly, the value of contracts awarded each year has increased under LSBRP requirements. In FY09, 14% of eligible contracts, totaling \$33.3 million, were awarded to local small businesses. This increased to 38%, or \$83.6 million, in FY12. These increases are attributed to proactive outreach and research by County staff to identify and recruit local businesses.

As a result of this increase in the number and value of contracts awarded, the actual amount of money spent in terms of paid invoices by the County to local small businesses has increased from \$6.7 million in FY09 to \$72 million in FY12. This is real money invested back into the local economy, fueling the business community and resulting in more stability and employment.

Another significant improvement is found in the steady decrease in the number of contracting opportunities not reserved for local small business competition due to a presumed lack of available competition. In FY09 \$222 million in contracting opportunities were exempted from LSBRP competition. Changes made to the law that required such exemptions to be approved by the DGS director have reduced this number to only \$18 million in FY12.

Finally, the number of businesses registering as qualifying under LSBRP guidelines has surpassed 1,000. More and more local small businesses are becoming aware of the program and are showing interest in it.

Local small businesses employ local residents, provide good jobs, and make real contributions to the local economy. It is clear that local small businesses have benefited from the Local Small Business Reserve Program. The program provides fair competition among businesses to ensure the public benefits from best value for the dollar spent on county contracts. In addition, the LSBRP provides an economic opportunity from which every local small business can benefit. This investment in the local economy is an ongoing need for every small business struggling to get a foothold in the marketplace and an equally ongoing benefit to the County.

Background

The accomplishments outlined in this report result from of several initiatives to stimulate economic growth through local contracting. In FY09 a partial governmental reorganization was implemented creating the Department of General Services and the Office of Business Relations and Compliance. The County Executive and County Council enacted new legislation and Executive Regulations to expand the County's ability to increase contracting with local businesses:

- Local Small Business Reserve Bill #3-09 (April 30, 2009)
Established the DGS Director as the evaluator of a business's capacity to contractually perform
- County Executive Regulation #2-09 (April 28, 2009)
Doubled the earnings and employee thresholds for small businesses
- Contracts & Procurement Amendments Bill 45-09 (April 1, 2010)
Made it easier for small businesses to compete for contracts
- County Executive Regulation #19-09AM (March 23, 2010).
Revised Procurement Regulations

In FY09, in the wake of the economic downturn, the LSBRP Bill was directed at stimulating the local economy and was made a part of the County Executive's "Eleven Point Package to Aid Businesses Caught in the Recession."

Eligibility Requirements

Montgomery County actively seeks local businesses to compete for contracting opportunities with the County Government through the Local Small Business Reserve Program. The County's commitment to maintain a viable and business friendly environment is clearly demonstrated through aggressive engagement and recruiting of eligible businesses and legislation that requires a minimum of 20 percent of eligible purchases of goods, services and construction by the government to be made with local small business. Businesses may participate in the program if they are independently owned, have an economic operational base in Montgomery County, and meet the following sales or employee thresholds:

BUSINESS TYPE	EMPLOYEE LIMIT		PRIOR THREE YEAR'S AVERAGE SALES	COMPLIANCE REQUIREMENTS
Retail	30	OR	\$5 million	Living Wage, MFD
Wholesale	30		\$5 million	Living Wage, MFD
Service	50		\$5 million	Living Wage, MFD
Construction	50		\$14 million	Prevailing Wage
Manufacturing	40		\$14 million	Living Wage, MFD

* Minority, Female, Disabled persons owned business program

FY12 Accomplishments

The FY12 report demonstrates that the LSBRP program continues to gain momentum. All three performance indicators (solicitations issued, contracts awarded, and dollars spent) demonstrate significant success. This success is attributed to more awareness of the program in the local business community, increased outreach efforts to local business organizations, and more cooperation from County departments. Major accomplishments in FY12 include:

- Expanding the LSBRP self-certification from an annual renewal to 3-year renewal effective January 1, 2012. This reduced the recertification burden placed on businesses and county staff. Further, it reduced the frequency of businesses not meeting qualifying thresholds due to expired certifications.
- Worked with using departments on unbundling high dollar value contracts into smaller contracts in order to increase competitive opportunities to LSBRP businesses. Examples of effective unbundling include: Computer Training Services, Landscaping Services, Custodial Services, and Office Supplies.
- Reserved smaller construction projects (less than \$5 million in value) and Job Order Contracts (JOC) for LSBRP construction companies.
- Awarded more prime contracts to local small businesses in which the LSBRP company functioned as the prime contractor delivering goods, services and construction services. Typically, smaller companies are put into a subcontracting position that makes it difficult for the business to gain recognition for capabilities apart from the larger prime (See table 3 for additional information.)
- Issued more LSBRP solicitations and awarded more contracts to local businesses than previous years.
- Exceeded the 20% local spending mandate for County-wide procurements.
- Exceeded or met the 20% spending goal across 23 County departments.

Continued Innovative Practices

Among local municipalities, Montgomery County's Local Small Business Reserve Program continues to be a model of legislation, operation and outreach efforts to local small businesses. Innovative practices used to implement the LSBRP law include:

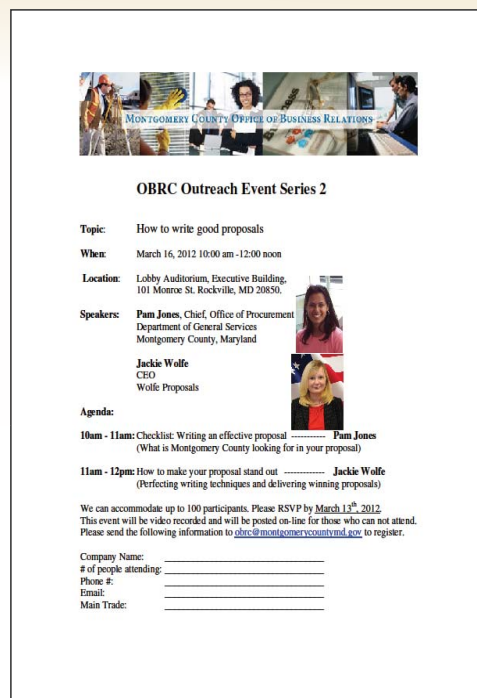
- Hosted outreach/networking events to prepare local small businesses for active and future contracting opportunities
- Distributed weekly newsletters to local small businesses to advertise active LSBRP solicitations, potential LSBRP contracting opportunities and OBRC networking events.
- E-mail alerts of current and upcoming opportunities, events and forums of interest to registered businesses.
- Conducting special sessions at which businesses present expertise and capabilities before key county staff contracting for goods or services provided by the business.
- Networking sessions prior to final bid submission between companies prequalified as prime contractors and local small businesses that can provide subcontracting support.
- Improved on-line application forms and reporting tools for internal County users, which helped increase productivity and reduce response time to exemption requests and reporting needs.

Marketing and Outreach

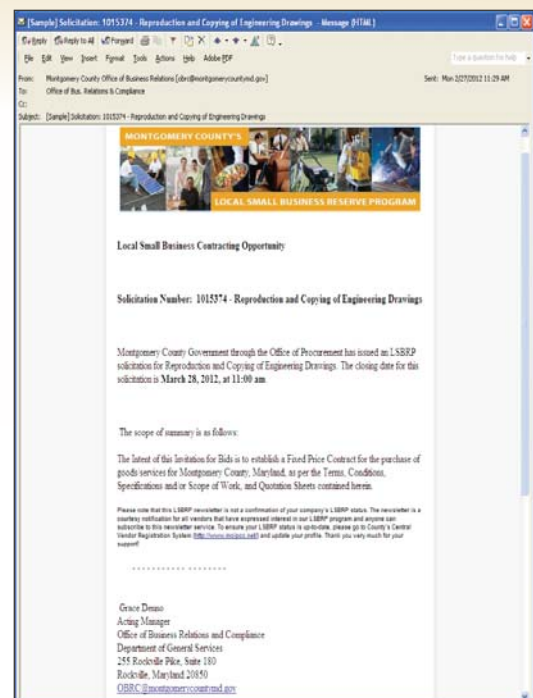
DGS' Office of Business Relations and Compliance continues to organize and host events in collaboration with County departments and other county public agencies. These events help equip businesses to be more competitive through knowledge of public procurement law and procedure, familiarity with criteria considered by the County when awarding contracts, improved proposal writing, obtaining insurance and bonding, and other knowledge and skills businesses need to perform under a public contract.

Some OBRC hosted events for LSBRP vendors

Nov 18, 2012 – LSBRP “green” vendors presentations to County departments
Feb 16, 2012 -- OBRC outreach event 1 – Montgomery County's LSBRP Program
Mar 16, 2012 -- OBRC outreach event 2 -- How to write a good proposal
(This event was videotaped and posted on-line with captions as a free resource.)



Sample event newsletter



Sample opportunity newsletter

OBRC has an open-door policy for all businesses seeking opportunities to do business with the County. Vendors are welcome to schedule one-on-one appointments with OBRC staff to learn about compliance programs covering small and minority owned business, as well as wage compliance requirements. OBRC also offers training on how to use online tools to find valuable contracting information, and refer these businesses to appropriate departmental contract administrators. OBRC functions as an internal advocate and liaison, connecting the local business community with county departments to facilitate information exchange and contracting resource development.

FY10 – FY12 Comparative Program Measures

I. Contracts Awarded to LSBRP (Based on Contract Execution Date)

Contracts that are executed in FY12 totaled \$503 million. 38% of the eligible contracts were awarded to Local Small Businesses, totaling over \$83 million.

In \$ Values of Contracts	FY09	FY10	FY11	FY12
Total Award	\$ 521,305,905	\$ 526,869,948	\$ 581,951,169	\$ 502,679,748.75
Eligible to LSBRP	\$ 235,562,986	\$ 295,663,286	\$ 159,134,688	\$ 219,686,672.25
Award to LSBRP	\$ 33,292,903	\$ 67,511,567	\$ 58,178,516	\$ 83,652,698.58
Percent eligible awarded	14%	23%	36.5%	38%

Table 1: 4 year comparison of contract dollar values awarded to LSBRP companies

In # of Contracts	FY09	FY10	FY11	FY12
Total Award	647	701	534	604
Eligible to LSBRP	637	684	519	590
Award to LSBRP	72	100	136	141
Percent eligible awarded	11%	15%	26%	23%

Table 2: 4 year comparison of number of contract awards to LSBRP companies

Contract \$ Values to LSBRP

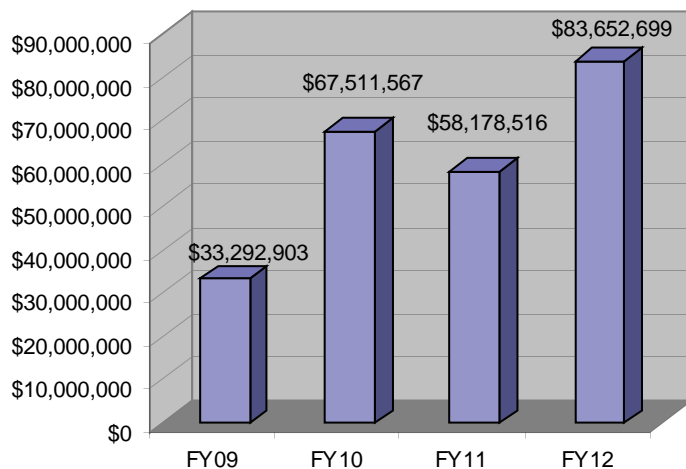


Figure 1: 4 year comparison on contract awards dollar amount to LSBRP

of Contract Awards to LSBRP

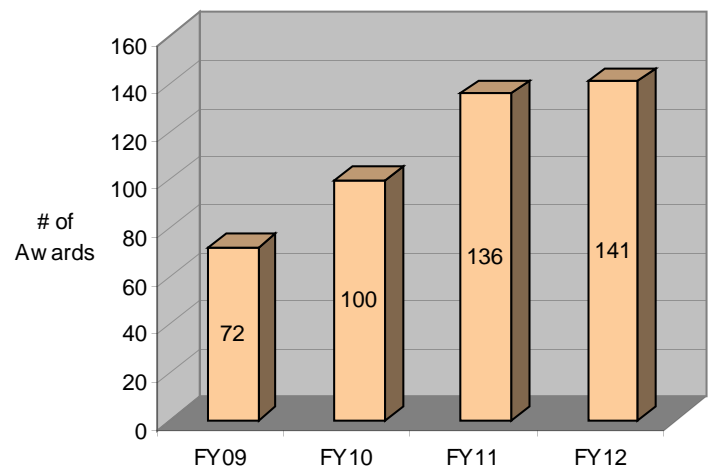


Figure 2: 4 year comparison on number of contract awards to LSBRP

TABLE 3 - Major contracts (over \$100,000) awarded in FY12 to LSBRP

DEPT	CONTRACT DESCRIPTION	VENDOR	AMOUNT *
CUPF	Operation, Management and Marketing of a Public Market with Related Activities on the Silver Spring Veterans Plaza	Fenton Street Market, Inc.	\$ 511,500
DOCR	Onsite Dialysis Services	Dialysis Care, LLC	\$ 325,000
	Inmates' Barber/Beautician Services - OnSite	Gregory F. Plummer	\$ 300,000
EMHS	Emergency Management Planning and Support	Justice & Security Strategies, Inc.	\$ 250,000
		Paradigm Solutions International, Inc.	
		Training Outreach, LLC	
DEP	Compost Bins	Specialties, Inc.	\$ 180,000
DGS	Architectural/Engineering Services for Various County Facilities and Systems Projects: Design, Permitting and Construction Administration Services	Duane, Cahill, Mullineaux & Mullineaux, P.A.	\$ 30,000,000
		GTM Architects, Inc.	
	Site Work - Construction and Rehabilitation	Highway and Safety Services, Inc.	\$ 10,000,000
	Sign Language Interpreter Services	Abacus N Bytes, Inc.	\$ 1,250,000
	Time and Material Lock Installation and Repair Services	Liberty Lock & Security, Inc.	\$ 918,400
	Time and Material Painting Services	Colossal Contractors, Inc.	\$ 700,000
	Consultant Selection for Professional Cost Estimating Services	Scharf Associates	\$ 450,000
		SPN, Inc.	\$ 450,000
	Elevator Renovation at Martin Luther Swim Center	Banneker Ventures, LLC	\$ 213,000
	A 60-Month Lease and Full Service Maintenance of a Large Format Digital Press	Sympora, Inc.	\$ 205,105
	Basic Computer Training Courses	OfficePro, Inc.	\$ 140,000
	Landscaping and Grounds Maintenance Services	JRP Management Resources, Inc.	\$ 120,649
	ADA Consulting Services for Various County Facility Projects	Duane, Cahill, Mullineaux & Mullineaux, P.A.	\$ 100,000
HHS	Provides counseling services for domestic abuse offenders and victims through HHS	J & E Associates, Inc.	\$ 1,477,860
DLC	Night loading services	The Robertson Group, Inc.	\$ 3,570,000
DOT	Traffic Signal Control Services	Baldwin Line Construction of Maryland, Inc.	\$ 13,498,289
	Dale Drive Sidewalk From Mansfield Road to Hartford Avenue	Banneker Ventures, LLC	\$ 4,258,602
	Parking Garage Light Fixture Replacement Program Services	Mid-Atlantic Services Group, Inc.	\$ 2,500,000
	Elevator Modernization at Garage #7	Banneker Ventures, LLC	\$ 1,546,000
	Vehicle and Pedestrian Signal Heads	Banneker Ventures, LLC	\$ 1,520,464
	Shady Grove Metro Access Bike Path	Ardent Company, LLC	\$ 1,505,900
	Dale Drive at Colesville Road Intersection Improvement	Ardent Company, LLC	\$ 1,183,300
	Road Equipment Services	Butler Tree Service, LLC	\$ 165,000
		Olney Gardens, Inc.	\$ 495,000
		Damascus Enterprises, Inc.	\$ 220,000
	Manual Video Turning Counts, Spot Speed Distribution Studies and Random Mechanical Counts Consulting Services	Bhanot Engineers, Inc.	\$ 436,098
FRS	Parking Facilities Miscellaneous Cleaning Services	Camco, LLC	\$ 428,707
	Handheld Raman Spectrometer Chemical Identification System Units	Specialties, Inc.	\$ 150,540
OHR	Physical fitness apparel for MCFRS	Specialties, Inc.	\$ 150,000
	Occupational Classification Studies	Kenneth H. Pritchard	\$ 100,000
POL	Inspection, Repair, Maintenance and Installation of Electronic Security Systems	EAI Security Systems, Inc.	\$ 2,904,450
SHE	Safe Start: Counseling for Children Exposed to Domestic Violence	Chesapeake Counseling Associates, LLC	\$ 500,000

*The estimated amount is the total contract value for the life of the contract including multi-year contracts.

2. Solicitations Issued in FY12: (Based on Solicitation posting date)

a. Number of Formal and Informal Solicitations **Issued** to LSBRP

	FY09	FY10	FY11	FY12
Formal Solicitation	16	35	51	41
Informal Solicitation	4	13	22	28
Total	20	48	73	69

b. Number of Issued Formal and Informal Solicitations subsequently **Canceled***

	FY09	FY10	FY11	FY12
Formal Solicitation	6	19	13	7
Informal Solicitation	0	0	0	0
Total	6	19	13	7

* Solicitations may be cancelled due to:

- (1) lack of response,
- (2) offerors responding are subsequently found to be unqualified to perform the work,
- (3) offerors are found to not meet the eligibility requirements for LSBRP,
- (4) offers are withdrawn leaving no eligible LSBRP bidders, or
- (5) issuing department cancels due to a lack of funds or the termination of the original requirement.

c. Number of Formal and Informal Solicitations **Reserved and Awarded** to LSBRP**

	FY09	FY10	FY11	FY12
Formal Solicitation	10	16	38	34
Informal Solicitation	4	13	22	28
Total	14	29	60	62

** One solicitation may generate multiple contracts; and there may be up to 6 month between the date a solicitation is issued and the date a contract is executed.

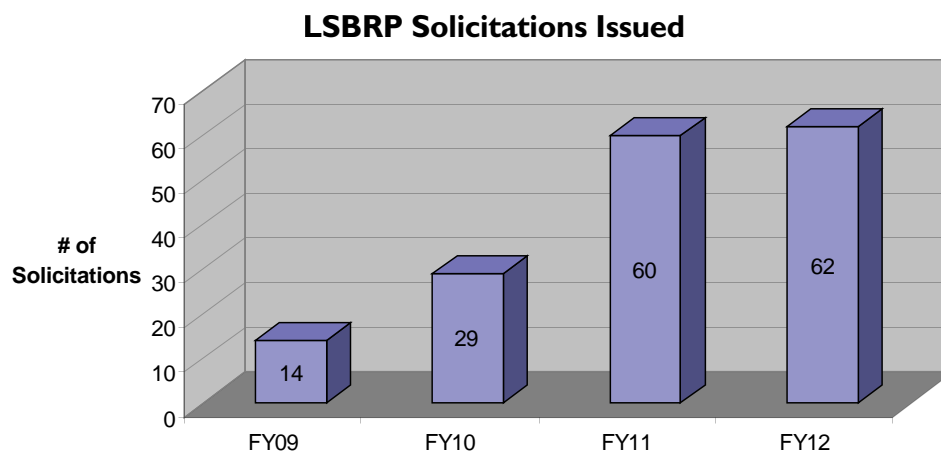


Figure 3: Three year c

Solicitations reserved and awarded to LSBRP vendors in FY12 more than double that of FY10. This increase is attributed to improved work flow in the procurement process and the FY09 legislation that required the Director of the Department of General Services to approve all exemption requests under the category "No LSBRP vendor deemed qualified."

3. Procurement Spending in FY12:

Based on Purchase Orders (PO) and Direct Purchase Orders (DPO) approval date

This section of the Report deals with payments made to local small businesses, which differs from earlier sections that reference contract awards that may cover multiple years. OBRC tracks both categories, recognizing that payments for work performed typically lag behind contract awards by 6 to 12 months. The following performance indicators reflect both transaction activity as well as payments to businesses.

Table 4: 4 year comparison on Eligible LSBRP Expenditure

PROCUREMENT EXPENDITURES, FY09-FY12								
	FY09		FY10		FY11		FY12	
Exemption Categories	Million \$	%	Million \$	%	Million \$	%	Million \$	%
Total Procurement Dollar	\$977.9		\$973.96		\$1,050.69		\$845.27	
Eligible for LSBRP Procurement	\$40.2	4.1%	\$85.8	8.8%	\$39.48	3.7%	\$125.07	14.8%
Procurement Expenditure to LSBRP	\$6.7	16.6%*	\$12.7	14.8%	\$8.0	20.3%	\$29.65	23.7%

*The FY09 goal was 10%.

The “eligible” spending against which annual performance is measured is based on the portion of solicitations awarded to LSBRP vendors out of all eligible solicitations, the balance of which are considered open to non-LSBRP businesses.

A Closer Look at Exempted LSBRP Spending

In FY12, the payment data includes Purchase Orders (PO) and Direct Purchase Orders (DPO) approved.

Highlighted in Table 5 are categories significantly impacting the overall availability of annual contracting dollars to local small businesses, or any other businesses: (1) Pre-existing Contracts and (2) Procurements exceeding \$10 million.

1. **Pre-existing Contracts** (highlighted in YELLOW in Table 5) - Many County contracts are for terms that exceed a single 12-month period; they often extend for three to five years. Therefore, a contract is counted only once in the year of the award, and will not be counted again in the following years. In FY12 this “pre-existing contract” category accounted 67% of contract expenditures.
2. **Procurements exceeding \$10 million** (highlighted in GRAY in Table 5) – legislation creating the LSBRP initiative presumes that all contracts valued under \$10 million will be reserved for competition among local small businesses unless other exemption criteria apply. \$10 million is also the County contract award threshold over which a business no longer qualifies to be considered “small.” In FY12 the County awarded a number of large construction contracts valued in excess of \$10 million. As a result, this category accounted for almost 24% of all contracting dollars awarded in FY12.

These two categories combined for \$628.64 million or 91% of all LSBRP exemptions in FY12. This spending distribution is further illustrated in the following tables.

Besides the two categories of Pre-existing Contracts and Procurements Exceeding \$10 million, another \$30 million in exemptions (highlighted in GREEN in Table 5) were for contracts in which no competition was possible since the contracts were with other public entities or were directed to specific companies because of grant requirements, or were non-competitive awards such as constructs with an Original Equipment Manufacturer; sole licensed service provider; or the like.

Table 5: Detail contracts that were exempted from LSBRP procurement

EXEMPT CONTRACT EXPENDITURES, FY09-FY12 (\$ IN MILLIONS)								
	FY09		FY10		FY11		FY12	
Exemption Categories	\$	%	\$	%	\$	%	\$	%
Chief Administrative Officer Waiver	\$ 1.50	0.16%	\$ 3.90	0.46%	\$ 0.30	0.03%	\$ 0.00	0%
Conflicts with law or grant	\$ 48.23	5.25%	\$ 25.20	2.95%	\$ 13.00	1.34%	\$ 11.37	1.68%
Public or Emergency Procurement	\$ 75.66	8.24%	\$ 45.70	5.35%	\$ 43.50	4.47%	\$ 6.12	0.90%
Non-competitive contract	\$104.31	11.36%	\$100.50	11.77%	\$ 22.30	2.29%	\$ 12.75	1.88%
Pre-existing contract	\$224.58	24.45%	\$493.60	57.81%	\$307.80	31.66%	\$465.25	68.71%
Procurement exceeds \$10 million	\$241.82	26.33%	\$ 73.80	8.64%	\$561.90	57.80%	\$163.39	24.13%
No LSBRP vendor deemed qualified	\$222.40	24.21%	\$111.20	13.02%	\$ 23.40	2.41%	\$ 18.29	2.70%
Total Procurement exempted from LSBRP	\$918.50	100%	\$853.90	100%	\$972.20	100%	\$677.17	100%

In FY12, Contract Administrators continue to use the on-line "LSBRP exemption request." This heightened level of accountability contributed to the large decrease in the "No LSBRP vendor deemed qualified" exemption. Following procedures implemented in late FY10, when a department submits a request with "No LSBRP vendor deemed qualified," OBRC staff conducts an "Active Recruiting" by sending out email notifications to registered businesses as well as businesses identified by chambers of commerce, Economic Development records, and Internet searches in an effort to encourage business' participation in the procurement. Following this procedure, the value of exemptions taken under this exemption category dropped from over \$222.4 million (24.2%) in FY09 to \$18.29 million (2.7%) in FY12.

FY09 Exemption Details

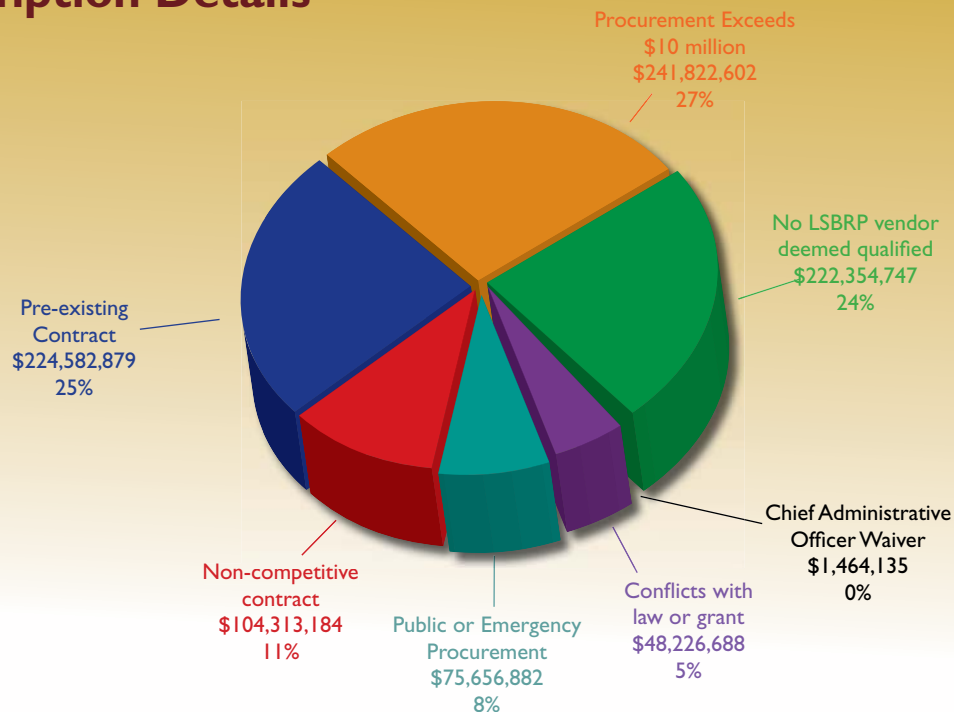


Figure 6: FY09 Exempted Expenditure breakdown

FY12 Exemption Details

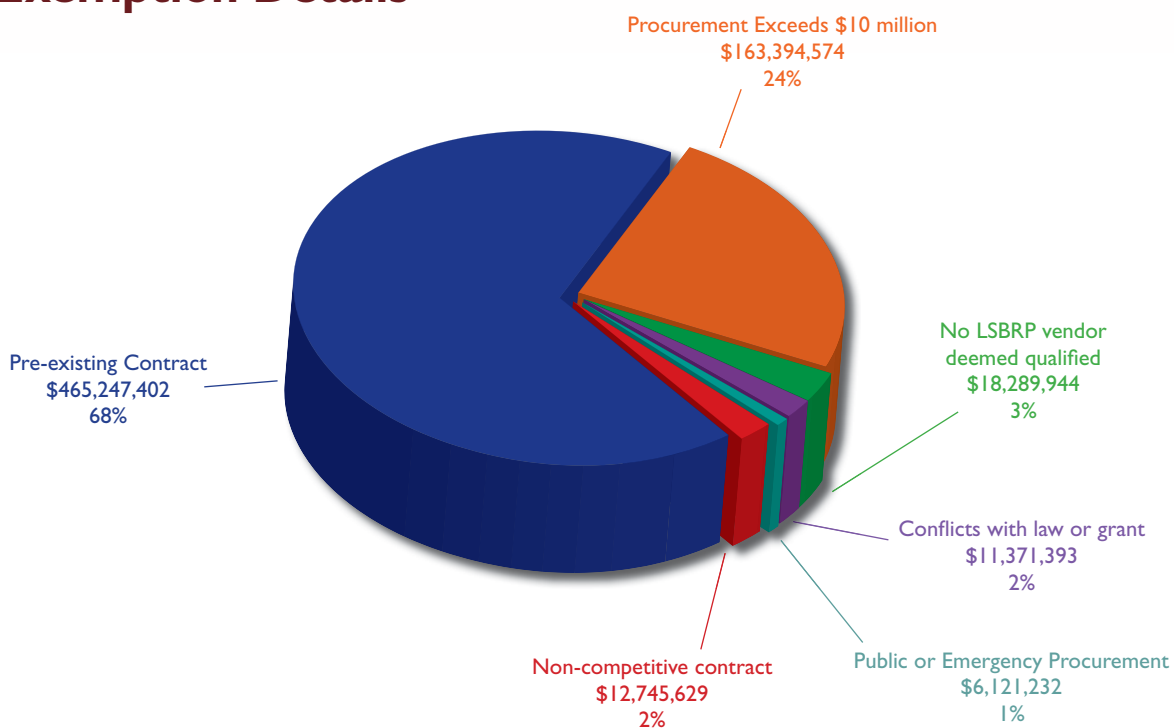


Figure 7: FY12 Exempted Expenditure breakdown

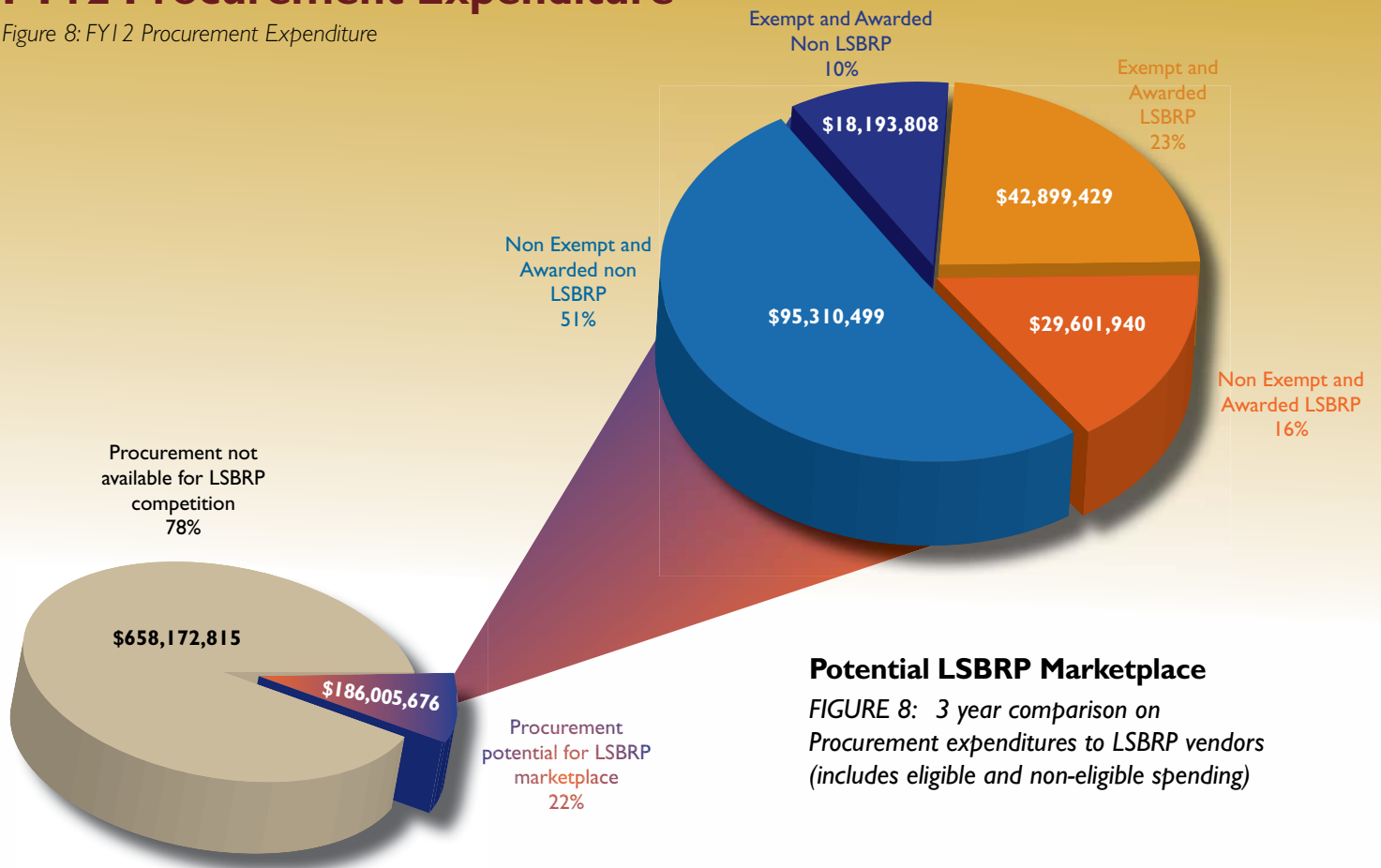
A total of \$42.9 of the County's FY12 competitive contract opportunities (highlighted in YELLOW in Table 6) could be considered available for LSBRP competition. These are opportunities in which it would be reasonably assumed that sufficient competition exists to support a competitive solicitation under the LSBRP as program enrollment increases and resources can be further devoted to identifying companies qualified to meet County requirements.

Table 6: FY12 Procurement Expenditures Summary

CATEGORIES			# of PO	\$ AMOUNT VALUE	SUB TOTAL	EXEMPTION Y/N	AWARDED LSBRP	POTENTIAL MARKET
Not Exempted	Non exempt and Awarded non LSBRP	Advertised LSBRP, but Re-advertised Open Solicitation	2	\$132,007	\$95,310,499	\$124,912,439		\$186,005,676
		Non exempt and Awarded non LSBRP	868	\$95,178,491				
	Non exempt and Awarded LSBRP	Non exempt but Awarded LSBRP	186	\$12,578,915	\$29,601,940		\$72,501,369	
		Advertised LSBRP Solicitation and Awarded LSBRP	484	\$17,023,025				
Exempted from LSBRP	Exempt and Awarded LSBRP	N/A	392	\$42,899,429	\$42,899,429	\$719,266,052		
	Exempt and Awarded non LSBRP	No LSBRP vendor deemed qualified	2416	\$18,193,808	\$676,366,623			
		Conflicts with law or grant	749	\$11,371,393				
		Non-competitive contract	240	\$12,745,630				
		Pre-existing Contract	2297	\$464,676,986				
		Procurement Exceeds \$10 million	71	\$163,394,574				
		Public Entity or Emergency Procurement	125	\$5,984,232				
	TOTAL			\$844,178,491				

FY12 Procurement Expenditure

Figure 8: FY12 Procurement Expenditure



As illustrated in Figure 9, of the \$186 million potential LSBRP opportunities, \$72.5 million, or 39%, was awarded to local small businesses.

Total Spending to LSBRP

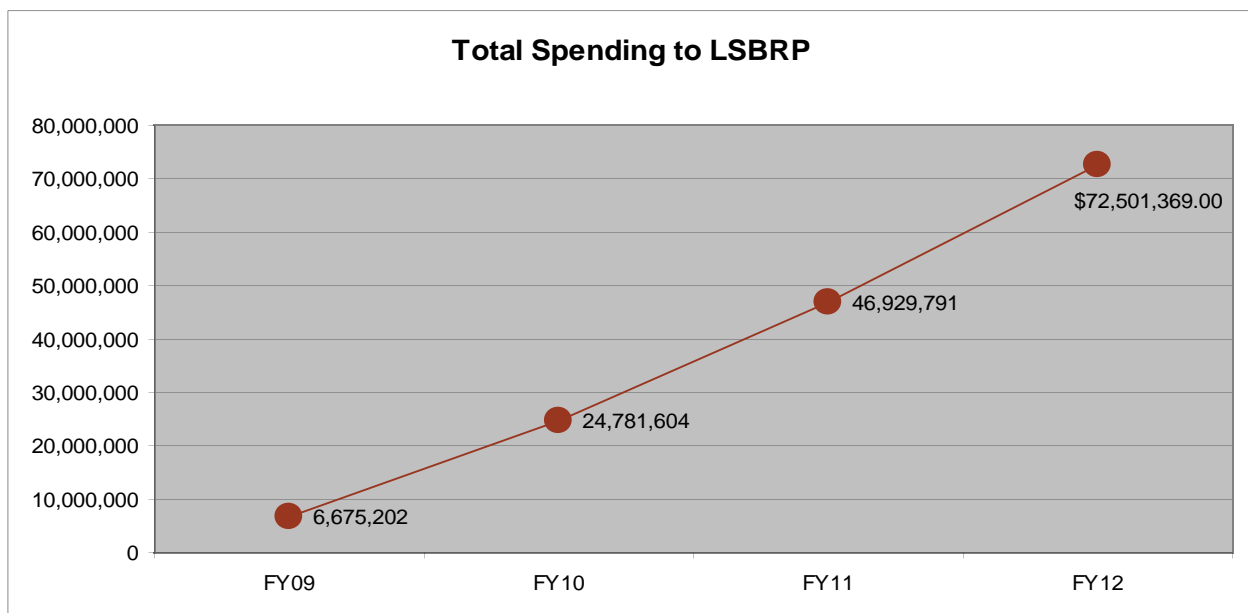


Figure 8: 4 year comparison on Procurement expenditures to LSBRP vendors.

LSBRP Expenditure by Department

Table 7: Department spending towards LSBRP vendors

DEPARTMENT	LSBRP SPENDING	% TO ELIGIBLE
Board of Investment Trustees	\$325,998	4
Circuit Court	\$120,624	100
Community Engagement Cluster	\$175,390	61
Community Use of Public Facilities	\$15,433	100
Department of Correction and Rehabilitation	\$673,005	52
County Attorney's Office	\$256	100
County Council	\$74,774	100
County Executive's Office	\$12,557	11
Department of Elections	\$6,853	7
Department of Economic Development	\$181,984	23
Department of Homeland Security	\$490,083.01	52
Department of Environmental Protection	\$6,627,521	41
Department of Finance	\$1,435,517	95
Department of Fire & Rescue Services	\$842,902	27
Department of General Services	\$30,665,302	45
Department of Health & Human Service	\$2,560,405	19
Department of Housing & Community Affairs	\$1,561,681	58
Office of Human Resources	\$49,763	17
Department of Liquor Control	\$2,296,386	96
Office of Management & Budget	\$37,525	100
Department of Permitting Services	\$22,163	100
Department of Police	\$975,048	13
Public Information Office	\$1,118,569	97
Department of Public Libraries	\$32,115	100
Department of Recreation	\$520,096	70
Sheriff's Office	\$158,349	100
Department of Technology Services	\$3,007,474	68
Department of Transportation	\$18,725,439	56
Zoning and Administrative Hearings	\$2,200	100

Departments Compliance with LSBRP Requirements, FY09-FY12

Table 8: # Department that meet/do not meet the 20% goal

	FY09	FY10	FY11	FY12
# of Depts that meet requirement	19	16	21	23
# of Depts that do not meet requirement	4	6	3	6
TOTAL	23	22	24	29



December 2012

Montgomery County Government
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Office of Business Relations and Compliance
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Rockville, Maryland 20850
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